

**Community Services Report to
SPC on Community and Protective Services
2019 March 13**

**ISC: UNRESTRICTED
CPS2019-0276**

Social Wellbeing Policy Report

EXECUTIVE SUMMARY

On 2018 May 28, Council approved the Social Wellbeing Principles which include that The City of Calgary (The City) will:

- Strive to provide equitable services. This includes removing barriers to access and inclusion;
- Advance the active and shared process of Truth and Reconciliation in collaboration with the community;
- Seek opportunities to support and grow culture in Calgary; and
- Aim to stop problems before they start, using a prevention approach.

Council directed Administration to develop a Social Wellbeing Policy by 2019 Q1. The proposed Social Wellbeing Policy (Attachment 1) provides a flexible policy for Administration and Council to address multiple social needs to deliver effective and efficient services to Calgary's diverse community. Ultimately, applying these principles to all City services strengthens The City's contributions to improving quality of life for Calgarians. Pursuant to the adoption of the Social Wellbeing Policy, Administration recommends that the 13-year-old Fair Calgary Policy (CSPS019) (Attachment 2) be rescinded.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the Social Wellbeing Policy (Attachment 1); and
2. Rescind the Fair Calgary Policy (CSPS019) (Attachment 2).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 November 14, Council approved Administration's recommendation in One Calgary 2019-2022 Service Plans and Budget (C2018-1158) Attachment 7 that *"a report back on the indicator reporting plan will be included as part of the Social Wellbeing Policy report in Q1 2019"*.

On 2018 May 28, Council adopted the Standing Policy Committee on Community and Protective Services recommendations contained in CPS2018-0362 to *"Approve the Social Wellbeing Principles and direct Administration to develop a social wellbeing policy and return to Council through the SPC on CPS no later than Q1 2019"*.

On 2006 November 13, Council approved CPS2006-63 resulting in the adoption of the Fair Calgary Policy. On 2008 November 24, Council approved CPS2008-93 which included an amendment to Fair Calgary Policy's definitions and on 2012 January 11, Council approved CPS2012-01 which included an addendum to the Fair Calgary Policy on *the Standards for Design and Implementation of Tax-Supported Age-based Differential Fee Programs and Low-Income Subsidy Programs*.

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BACKGROUND

The City of Calgary aims to make life better every day for Calgarians by delivering citizen-centric services. Fifteen years ago, The City took a bold step towards sustainability by considering social, economic and environmental impacts in all its services through the introduction of the Triple Bottom Line (TBL) Framework and Policy. To support the social component of the TBL Policy, The City developed the Fair Calgary Policy in 2006. In the intervening 13 years, there have been changes in best practices and understanding of social issues and in 2017, Calgary Neighbourhoods began updating the Fair Calgary Policy. As a first step, Administration developed a set of guiding principles to support a holistic and intersectional approach to social wellbeing that reflects key themes found in City policies, strategies and Council directives. The Social Wellbeing Principles were approved by Council in 2018 May through CPS2018-0362 and Administration was directed to develop the Social Wellbeing Policy (Attachment 1) by 2019 Q1.

Calgary's demographics are changing along with the public's awareness of social inequalities as a result of recent social movements and education on social issues. There is also a growing expectation that Administration consider multiple identity factors to ensure that City services are more responsive and effective for a growing and diverse population. This is evidenced by recent notices of motion on Multilingual Communications and Engagement, Gender Equity and Diversity Strategy and Social Procurement, for instance. The proposed Social Wellbeing Policy will support The City to be proactive in developing and delivering services that meet the needs of Calgarians, while contributing to citizen quality of life.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Social Wellbeing Principles are intended to guide City practices on a long-term basis. The principles were designed to be simple, understandable and universally applicable across City services. They were developed by reviewing common themes in Council directives and strategies or policies with a focus on community needs (for example, Age-Friendly Strategy, Cultural Plan for Calgary and the Gender-Equity and Diversity Strategy which is currently under development).

The Social Wellbeing Policy supports the delivery of services that are both effective and efficient. It addresses equitable access to City services and aims to reduce barriers between The City and the above-mentioned segments of Calgary's population. The Social Wellbeing Policy is designed to:

- Streamline how social needs and cultural opportunities are considered in City services and embed these considerations into service providers' existing processes (e.g.: service plans and budget processes).
- Provide coordinated supports and tools to City employees with guidance on how to respond to multiple social needs as identified in various City strategies and in line with the One Calgary approach.
- Allow for common evaluation and reporting of social outcomes.
- Support Administration and Council to create and receive useful analysis of the social impacts of their decisions.

One of the main objectives of the Social Wellbeing Policy is to act as a foundational Council policy to provide high level guidance on City responses to existing or future community needs.

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This reduces the need for multiple Council policies. Strategies aligning to the Social Wellbeing Principles provide further detail on The City's plans to respond to specific social issues or needs of diverse groups. For example, the proposed Multilingual Communications and Engagement Policy (CPS2018-0945) will be embedded within the Social Wellbeing Policy with further detail provided through Social Wellbeing Policy schedules or other guiding documents or City processes to ensure equity and consistency for marketing, communications and engagement with multicultural communities in Calgary.

Should Council approve this Policy, Administration will review relevant policies and determine if there are opportunities to consolidate under the Social Wellbeing Policy. Working closely with relevant community groups or advisory committees, Administration will make recommendations to Council to advance the purpose and objectives of the identified policies. These may include a range of approaches, such as maintaining or revising existing Council policies, transforming the policy into administrative policies, adding schedules to the Social Wellbeing Policy addressing specific social needs or issues, or developing plans or strategies with detailed actions and measures.

The Social Wellbeing Policy takes a principle-based rather than a rule-based approach. This allows The City time to evolve its practice and integrate the Social Wellbeing Principles into its organizational culture. In contrast, a rule-based approach allows an organization to change its practices quickly to comply with a policy but often results in maintaining a minimum standard of practice that may not evolve with community expectations.

A principle-based approach to policy requires transparency from The City to demonstrate how it is living up to its standards. Progress towards implementing the Social Wellbeing Policy will be presented to Council through the Social Wellbeing Advisory Committee's annual update. Administration, in consultation with relevant advisory committees and stakeholder groups, will also develop and publicly report on measures that demonstrate progress towards advancing the Social Wellbeing Principles. Administration, in consultation with relevant advisory committees and stakeholder groups, will develop and publicly report on measures that demonstrate progress towards advancing the Social Wellbeing Principles over the next year. The Social Wellbeing Policy also presents a new opportunity to align the reporting of various social strategies under a common reporting structure which will be developed in the current business cycle.

Should the Social Wellbeing Policy be approved, Administration will determine how best to incorporate the Social Wellbeing Principles within existing processes identified in the policy statements (section 1.6). This approach helps to ensure effective uptake of consideration of the Social Wellbeing Principles in all the work done at The City. This may result in additional schedules added to the Policy to provide Council and the public with information on how we are advancing the policy statements.

Stakeholder Engagement, Research and Communication

The Social Wellbeing Advisory Committee has provided feedback throughout the development of the Policy. Calgary Neighbourhoods has consulted with the following business units to seek input or collaboration on the draft Policy:

- Calgary Community Standards;
- Calgary Growth Strategies;

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- Calgary Housing;
- Calgary Parks;
- Calgary Recreation;
- Customer Service & Communications;
- Community Planning;
- Corporate Analytics & Innovation;
- Corporate Initiatives;
- City Manager's Office;
- Human Resources;
- Intergovernmental & Corporate Strategy;
- Law;
- Resilience & Infrastructure Calgary;
- Supply Management; and
- Transportations Planning.

Research for the Policy consisted of reviewing similar practices and policies from other municipalities and orders of government in Canada. Administration reviewed how other municipalities embed social considerations into organizational practice and tools used to support employees to advance social goals. However, the Social Wellbeing Policy is a made-in-Calgary solution that aligns existing initiatives under a foundation of common principles, processes, and reporting.

A communication plan and change management approach for the implementation of the Social Wellbeing Policy is currently in development.

Strategic Alignment

The Social Wellbeing Policy aligns with and support the actions of the follow Council policies, strategies, plans and initiatives (not an inclusive list):

Policies

- Calgary's Corporate Accessibility Policy
- Indigenous Policy
- Triple Bottom Line Policy
- Welcoming Communities Policy

Strategies, Plans & Initiatives

- Advisory Committee on Accessibility (ACA) Strategic Plan 2017-2026
- Age-Friendly Strategy
- Calgary Aboriginal Urban Advisory Committee Strategic Plan
- Calgary's Local Immigration Partnership's Local Settlement Strategy 2018-2020 (partnership with Immigration, Refugees and Citizenship Canada)
- City of Calgary Food Action Plan- Calgary Eats
- City Shaping Framework
- Community Action on Mental Health and Addictions Strategy (in development)
- Crime Prevention Investment Plan (including Siim ohksin: Wahkotiwini)

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- Cultural Plan for Calgary
- Inclusion in the Workplace Framework
- Enough for All – Calgary’s Poverty Reduction Strategy (delivered through Vibrant Communities Calgary)
- Foundations for Home Calgary’s Corporate Affordable Housing Strategy
- Gender-Equity and Diversity Strategy (in development)
- imagineCalgary
- Multicultural Marketing, Communications and Engagement Strategy
- Prevention Investment Framework with Mental Health and Addictions Lens
- Social Sustainability Framework 2.0 and FCSS Funding Priorities (name may change)
- White Goose Flying

The Social Wellbeing Policy advances the following Council Priorities: a prosperous city; a city of inspiring neighbourhoods; a healthy and green city; and a well-run city.

Social, Environmental, Economic (External)

- Social: The Social Wellbeing Policy will support The City to better assess, understand and respond to the diverse needs of Calgarians and contribute to positive social conditions for Calgarians through effective delivery of City services.
- Environmental: The physical environment and extreme weather events have differential impacts on diverse Calgarians. Social Wellbeing Policy will support The City to consider social impacts as The City takes on its new role to foster the wellbeing of the environment, as described in the Municipal Government Act.
- Economic: The impacts of the Social Wellbeing Policy on service delivery will ultimately lead to a better quality of life for citizens which results in direct or indirect improvements to the economic wellbeing of Calgarians.

Financial Capacity

Current and Future Operating Budget:

The development of this Policy and tools to advance the Principles are funded with existing budgets approved in One Calgary.

Current and Future Capital Budget:

There are no capital budget considerations associated with this report.

Risk Assessment

By advancing the Social Wellbeing Policy, The City may face the following risks:

- As with other change initiatives, without proper awareness and support, the fundamental shift required to embed the principles into our ongoing work will not be achieved.
 - To mitigate this risk, the roll-out of the Social Wellbeing Policy will include awareness and learning opportunities that support City employees to understand how consideration of the Social Wellbeing principles applies to their work and improves the quality of their service to Calgarians.
- The Corporation recognizes new inequalities or gaps in services for Calgarians that will be costly to remedy.

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- Ensure service owners understand they can prioritize the biggest needs or shift priorities in future budget cycles.
- Perceptions that one encompassing social policy might obscure the needs of specific populations.
 - Administration will seek the advice of advisory committees and relevant community stakeholder groups as The City develops its plans to advance the Social Wellbeing Policy. Administration will develop a clear approach to meeting the needs of diverse groups prior to proposing any changes to existing Council policies.

By not advancing the Social Wellbeing Policy, The City may face the following risks:

- Service concerns or failure to meet changing customer expectations.
 - Approval of the recommendations supports The City to advance its understanding of diverse needs, its ability to address related barriers and ultimately deliver effective services that contribute to equitable outcomes for all Calgarians. Mitigating actions also include continued implementation of existing community strategies and services.
- Diminishing public confidence and trust.
 - Approval of the recommendations solidifies The City's reputation as a leader in the community that is representative of and inclusive of the population it serves.
- Costs associated with retrofits.

Approval of the recommendations supports The City to understand the social needs of Calgarians and barriers they may face in accessing services or infrastructure. In some cases, this Policy may prevent costs associated to retrofit infrastructure or change service design.

REASON(S) FOR RECOMMENDATION(S):

Approval of the Social Wellbeing Policy supports The City to deliver effective services that meets the social needs of all Calgarians. This policy will replace the Fair Calgary Policy (CSPS019) which is dated and no longer meeting the needs of The City and Calgarians.

ATTACHMENT(S)

1. Attachment 1 – Proposed Social Wellbeing Policy
2. Attachment 2 – Fair Calgary Policy (CSPS019)